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DCASR CLEVELAND

TOTAL QUALITY MANAGEMENT

IMPLEMENTATION PLAN

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I. INTRODUCTION. The acceptance and application of Dr. Deming's Total Quality Management (TQM) philosophy has been identified as a key factor in triggering and sustaining Japan's economic prosperity during the last 40 years. This cultural indoctrination, which evolved slowly, is what has made that country's goods and services competitive throughout the world primarily because of the emphasis placed on designing quality features directly into the manufacturing operation or service process. The U.S. private sector and federal government have recently begun to realize the enormous importance and potential of Dr. Deming's management principles and practices. That is why TQM has been adopted as a primary DoD initiative for continuously improving performance at every level and area of responsibility within the organization. Continuous process improvements are expected to yield a wide variety of benefits throughout DoD--but only if executives, managers, supervisors and employees are willing to work together in applying and testing new techniques and models of excellence. In order to institutionalize the use of TQM-based principles and practices, DoD has developed and published a Master DoD TQM Plan for the guidance of the military departments and defense agencies. This plan has been reviewed and publicized by Hq DLA. In addition, Hq DLA has published its own DLA TQM Master Plan to be implemented by its Principal Staff Elements and Field Activities including DCASR, Cleveland. This document represents the DCASR, Cleveland's current plan for initially implementing TQM philosophy, principles and practices. It is based on Dr. Deming urging: "It does not matter when you start as long as you start now." As the executives, managers, supervisors and employees of DCASR Cleveland acquire more training and experience in the TQM principles and methods endorsed by DoD and DLA, this plan will change and be updated accordingly.

## II. CONCEPTS.

DCASR Cleveland's initial TQM plan is designed to be simple and briefly stated. Without restating the guidance and TQM endorsements expressed in the DoD/DLA Master Plans, the DCASR Cleveland plan is intended to support the spirit and goals of all plans released by higher headquarters.

In summary, DCASR Cleveland's TQM plan is built on the following planning concepts:

- a. The Region Commander will establish an Executive Steering Committee (ESC) to guide the implementation of TQM initiatives throughout the Region organization.
- b. The Executive Steering Committee will identify recommended functional and multifunctional initiatives that will be targeted for achieving continuous process improvements by means of the application of TQM and Statistical Process Control (SPC) principles and practices.
- c. The Executive Steering Committee will identify recommended TQM facilitator requirements for supporting approved process improvement initiatives.
- d. The Region's Office of Policy and Plans will designate a Senior Management Analyst to be the Region's Point of Contact (POC) for TQM.
- e. TQM administrative reports and controls will be held to a minimum.
- f. An individual 'owner' will be designated to lead each specific, approved process improvement initiative.

g. 'Owners' will provide quarterly progress reports to the Executive Steering Committee and Region Commander, as instructed by the Region TQM Point of Contact (Office of Policy and Plans).

h. Heads of Principal Staff Elements and Field Activities will promote the adoption of TQM philosophy, principles and practices, as appropriate, within their areas of authority and in support of approved plans, as necessary.

### III. METHODOLOGY.

As the work force becomes trained in the TQM concept, the PSEs and FAs are encouraged to promote the philosophy and goals of TQM by submitting process improvement initiatives. They can identify and recommend process improvement initiatives beyond their functional/organizational control. As required, the Region POC will analyze and review these proposals before passing them on to the ESC. After ESC review, they will recommend to the Commander the course of action for the Region to take.

We do not anticipate lengthy written reports. Verbal presentations and graphic displays of SPC charts will be presented to the ESC. At most, this will be done on a quarterly basis with the POC establishing a schedule at a later date. As instructed by higher headquarters, the POC will coordinate required progress reports to higher headquarters on assigned goals. All progress reports will go through the ESC. Based on the receipt of initiatives and decisions from higher headquarters, the POC will coordinate with the ESC and provide timely update of the Master Plan to all concerned.

### IV. GOALS.

The major key to successfully implementing TQM throughout the organization is adequately training the entire work force in the Deming principles and the use of Statistical Process Control techniques. Our initial goal is to have select personnel and eventually everyone, trained in the concepts and principles of TQM and SPC.

As training progresses to all levels, identify as soon as possible continuous process improvements that lend themselves to the application of TQM and SPC principles and practices.

The lessons learned from implementing initial phases TQM will evolve slowly. As our experience and knowledge base increases, we will reevaluate the current Master Plan and expand it.

### V. EXECUTION.

Numerous milestones have already been achieved and are listed below. Other efforts will continue, such as training and publishing articles in the Regionaire.

Training in the Deming philosophy for the Commander, Deputy, PSE Heads, and Field Activity Commanders will be completed by the end of this fiscal year.

An Executive Steering Committee consisting of the Commander, Deputy, and designated PSE Heads has been established. CLE-L is the program OPI.

We have developed a local SPC training program. This class has been scheduled for the Commander, Deputy, PSE and FA personnel down to the Division Chief level and will be accomplished this fiscal year. Additionally, we have scheduled a presentation of SPC training to all supervisory personnel down to the Branch Chief level which will be accomplished during FY 90.

A Region Point of Contact has been designated. She is scheduled to attend a one week DLA training class in July 1989.

The ESC has identified and recommended to the Commander specific continuous process improvement initiatives. These approved initiatives are identified in Appendix A. Time-phased plans for the development of these initiatives are underway by their respective offices. Each process improvement initiative has had an 'owner' assigned to the initiative. The three offices that have approved process improvements, CLE-A, CLE-C, and CLE-Q, have also identified Facilitators for their offices. DLA is developing a Facilitator training program for these people to attend.

We have published an initial heads-up article on TQM in the Regionaire. We will periodically publish additional newsworthy items.

Approximately two-thirds of the DLA PSEs have prepared supplemental plans with specific functional requirements in support of the DLA Master Plan. Once these PSE plans are received they will be distributed to our appropriate staff offices; and, where necessary, the DLA PSE guidance will be incorporated into our Master Plan.

## Appendix A

### APPROVED TQM INITIATIVES

#### CLE-Q

##### Initiatives:

Technical Exchange Program  
Industry Awareness  
Staff Development Program  
Communication with Field Activities  
Specialized Safety Program Revision

#### CLE-C

##### Initiatives:

EFT for Contractor Payments  
Automated Input - DD 250s/Invoices  
Statistical Process Control for  
Rejected DD 250s/Invoices

#### CLE-A

##### Initiatives:

Contract Audit Follow-up  
Transportation and Packaging  
Cost Effectiveness Program  
VE Data  
TACF Data  
CPSR Reports  
CRAG Program  
Cost Proposals  
Production Delinquencies  
Termination Initiatives  
Progress Payments